

# Communicating for Health: Person-Centered Care

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The logo for Health Quality Advisors is a blue square with a white border. Inside the square, the words "Health", "Quality", and "Advisors" are stacked vertically in a white serif font. "Health" is on the top line, "Quality" is on the middle line, and "Advisors" is on the bottom line.

Health  
Quality  
Advisors

# **“Trust Me, I’m a Doctor”**

## **The Old Roles and Economics**



“The social obligation for best practice is part of the commodity the physician sells, even though it is a part that is *not subject to thorough inspection by the buyer.*”

– Kenneth Arrow, PhD, Economist (1963)

# New Rules

## Beyond IOM's "Respect" and "Respond"

- *Governance-level requirements* integrated into practice by leadership and management.
- *Clinical-level requirements* care that incorporate the values of transparency, individualization, recognition, respect, dignity and choice
  - Ability to report metrics related to patient-centered care.
- *Individual level patient-clinician interactions* promoting patient engagement

Source: HQA analysis of CMS MSSP final rule, 2011

# How to Make a Concept Concrete (Everything clear?)



Care Coordination Model

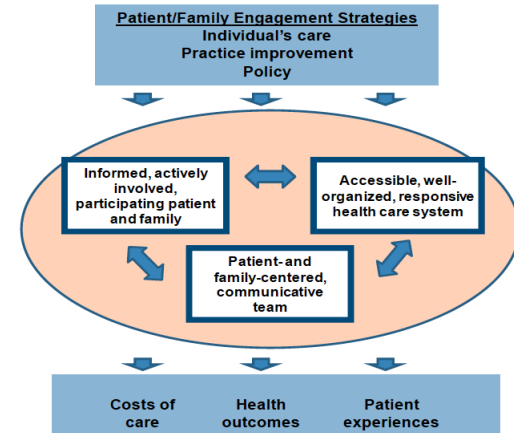
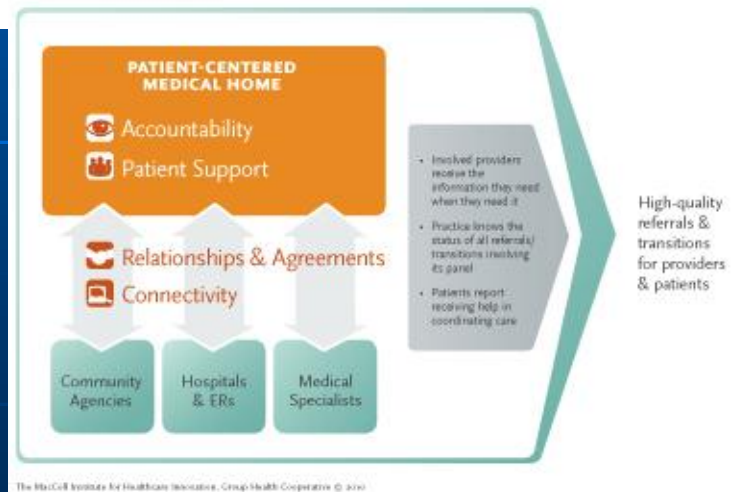
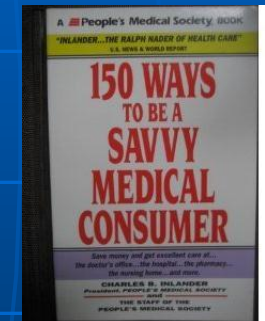


Figure 1. Logic Model for Conceptualizing the Impact of Patient Engagement  
(Adapted From Epstein and Street, 2008)



# The Key: Redefine the Relationship

- Ethical (The Patient)
  - Individual rights, autonomy
- Economic (The Consumer)
  - Buying power, choice
- Clinical (The Partner)
  - Individual experience as clinical input, legitimate outcome





# **Ethics: The Essence**

## **From Civil Rights to Patients' Rights**

“Respect for the patient's values, preferences and expressed needs.”

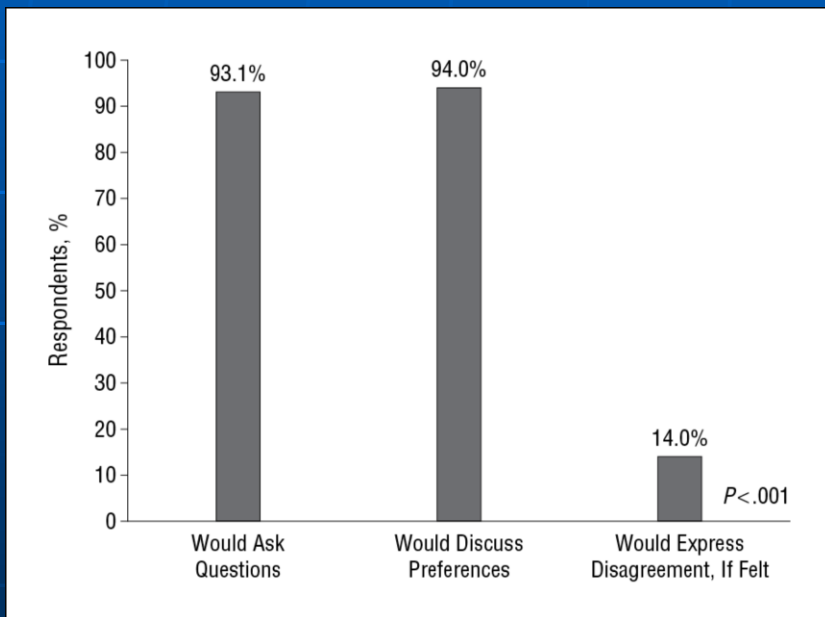
– Picker Institute

“Nothing about me without me.”

– Salzburg Conference

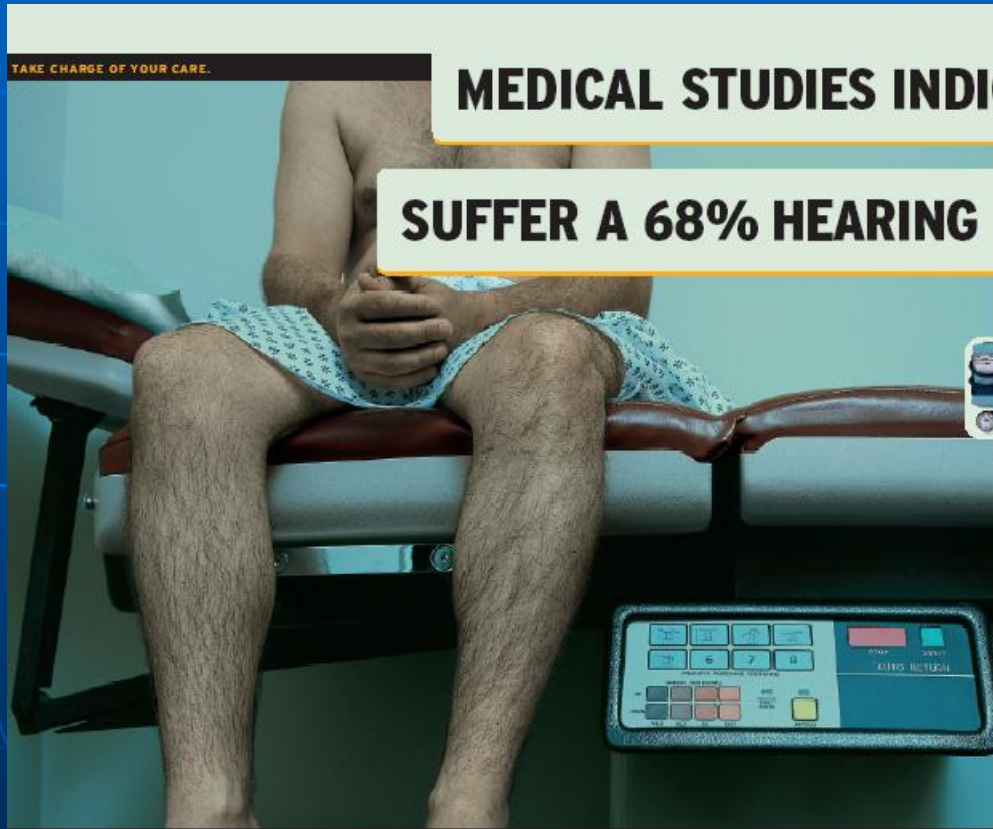
# Easier Said Than Done

## Patients and Clinicians Face Barriers



Source: *Arch Intern Med.* 2012

# Communication is Difficult (Even without that 18-second-interruption)




TAKE CHARGE OF YOUR CARE.

## MEDICAL STUDIES INDICATE MOST PEOPLE SUFFER A 68% HEARING LOSS WHEN NAKED.

GETTING THE MOST OUT OF A VISIT TO THE DOCTOR'S OFFICE.

- Take a friend, someone who will help you remember important information.
- Educate yourself. Seek trustworthy information about illnesses or conditions that affect you.
- Be up-front. Tell your doctor everything, or they might miss something important.
- You have to ask in order to receive. If you want answers, you have to ask questions.

At United Health Foundation, we believe that the more you know, the healthier you will be. Which is why we partnered with the NATIONAL HEALTH COUNCIL to bring you these important health tips. We encourage you to get more involved in your care, to seek out information and to always make sure that the information you use comes from a reliable, evidence-based source. To find out more on this and other important topics, visit [UHFtips.org](http://UHFtips.org).

 United Health Foundation



# Successful Communication is a Skill



“Although infrastructure can help facilitate the delivery of patient-centered care, ultimately such care is characterized by continuous healing relationships, shared understanding, emotional support [and] trust... Communication skills are a fundamental component.”

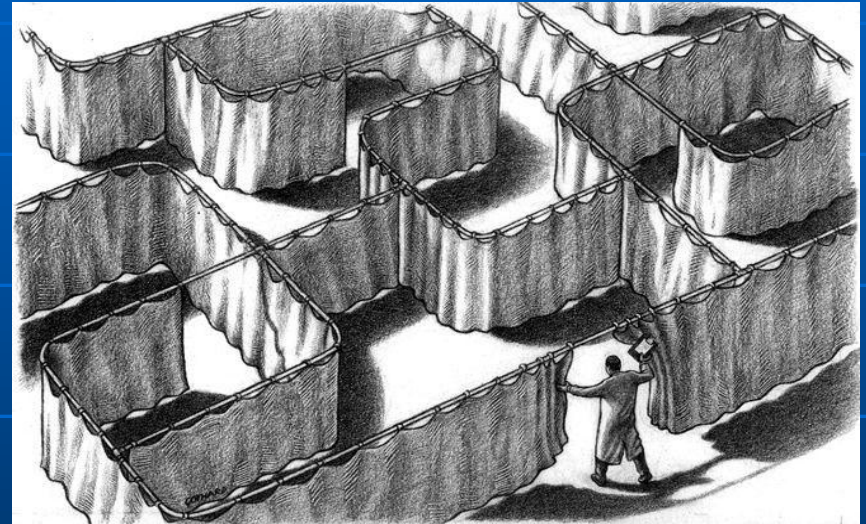
– Levinson, Lesser and Epstein

Source: *Health Affairs* 2010. 29(7)

# Consumerism: Buying In

## The 3 Rules of J.D. Power III

- People are desperate for information
- People are competent to make decisions
- People can recognize good and bad care and service



Source: J.D. Power III, World Health Congress, DC, 2004

# Part of Broader Business Trends

“Delivering affordable goods and services with enough variety and customization that nearly everyone finds exactly what they want.”

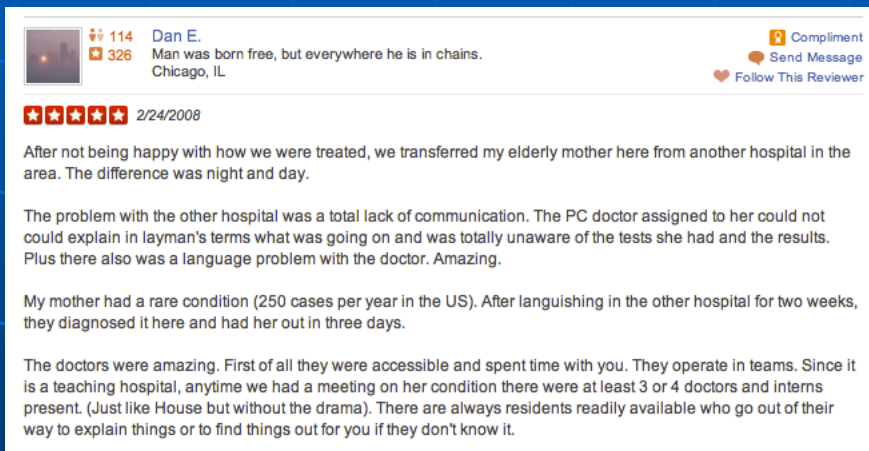
– B. Joseph Pine II, *Mass Customization*

“Customers value experiences much more than they do rapidly commoditizing goods and services. The key to an experience is engaging people...where they are actively involved in the experience.”

– B. Joseph Pine II and James T. Gilmore,  
*The Experience Economy*

# Crowdsourced Consumers Get It Right

“Ratings posted on [Yelp] may be capturing experiences similar to those driving the more systematically collected HCAHPS ratings. Improvements in either patient experience measure may be associated with improvements in patient outcomes.” – *BMJ Quality and Safety*, 2012



**114** **326** Dan E.  
Man was born free, but everywhere he is in chains.  
Chicago, IL

Compliment  
Send Message  
Follow This Reviewer

★★★★★ 2/24/2008

After not being happy with how we were treated, we transferred my elderly mother here from another hospital in the area. The difference was night and day.

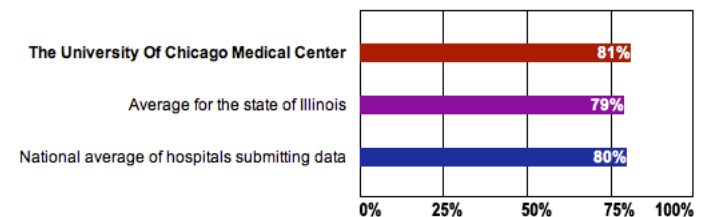
The problem with the other hospital was a total lack of communication. The PC doctor assigned to her could not explain in layman's terms what was going on and was totally unaware of the tests she had and the results. Plus there also was a language problem with the doctor. Amazing.

My mother had a rare condition (250 cases per year in the US). After languishing in the other hospital for two weeks, they diagnosed it here and had her out in three days.

The doctors were amazing. First of all they were accessible and spent time with you. They operate in teams. Since it is a teaching hospital, anytime we had a meeting on her condition there were at least 3 or 4 doctors and interns present. (Just like House but without the drama). There are always residents readily available who go out of their way to explain things or to find things out for you if they don't know it.

## How Often Did Doctors Communicate Well With Patients?

### 1. Doctors always communicated well

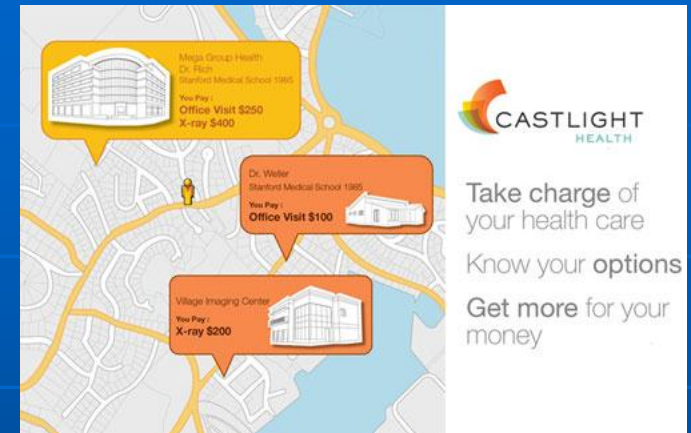
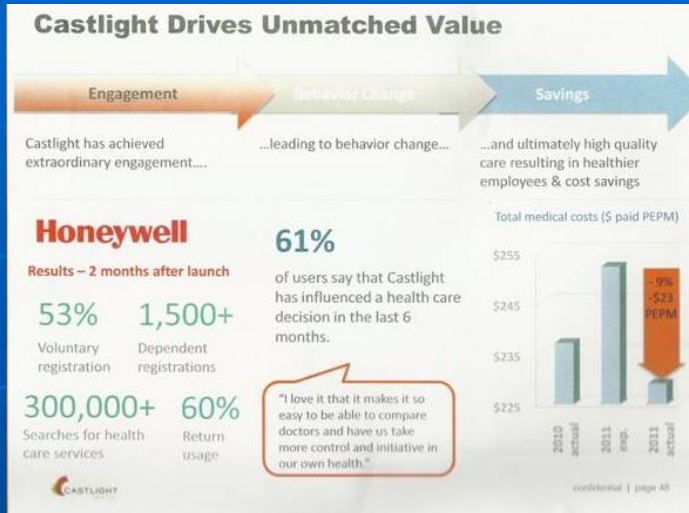


- 300 or More completed surveys.
- Survey Response Rate: 26%.



# Dollars, Data and Decisions

## \$237m in “consumerism” deals in 2012



You Searched For: Knee Arthroscopy | Near: Chicago, IL | Plan: Open Access Plus - Change Plan Type

We Found: 132 Doctors

REFINE RESULTS | RESET

Sort By: Make Selection | Print / Save Results | View List | View Map

Distance From	Distance in Miles	CIGNA CARE DESIGNATION	Accepting New Patients	Limit My Cost	Gender	Second Language	Dr. Name	Address	Distance	CIGNA CARE DESIGNATION	Total Expected Cost	Your Estimated Cost
CHICAGO, IL	0 10 20 30 40 50 60	View All (132)	View All (132)	View All (132)	View All (132)	View All (132)	Dr. Peter Gubbins	500 S. State St. Chicago, IL 60611 312-234-5555	0.78 Miles	CIGNA CARE DESIGNATION Specialty: Orthopedic Surgeon	\$1722.00	\$1722.00
CHICAGO, IL	0 10 20 30 40 50 60	View All (132)	View All (132)	View All (132)	View All (132)	View All (132)	Dr. John Vishna	263 W. Wacker Dr. Chicago, IL 60611 312-624-5555	2.78 Miles	CIGNA CARE DESIGNATION Specialty: Orthopedic Surgeon	\$3425.00	\$2119.00
CHICAGO, IL	0 10 20 30 40 50 60	View All (132)	View All (132)	View All (132)	View All (132)	View All (132)	Dr. Alicia Moore	987 Lake Shore Dr. Chicago, IL 60611 312-578-5555	3.87 Miles	CIGNA CARE DESIGNATION Specialty: Orthopedic Surgeon	\$4276.00	\$2287.00
CHICAGO, IL	0 10 20 30 40 50 60	View All (132)	View All (132)	View All (132)	View All (132)	View All (132)	Dr. Vikas Ramnath	542 S. Michigan Ave. Chicago, IL 60611 312-997-5555	10.25 Miles	REQUIREMENTS NOT MET FOR CIGNA CARE DESIGNATION	Not shown at doctors request	Not shown at doctors request

Sources: Rock Health, Castlight Health, CIGNA



# Clinical Partnership

## No more “caring custody”



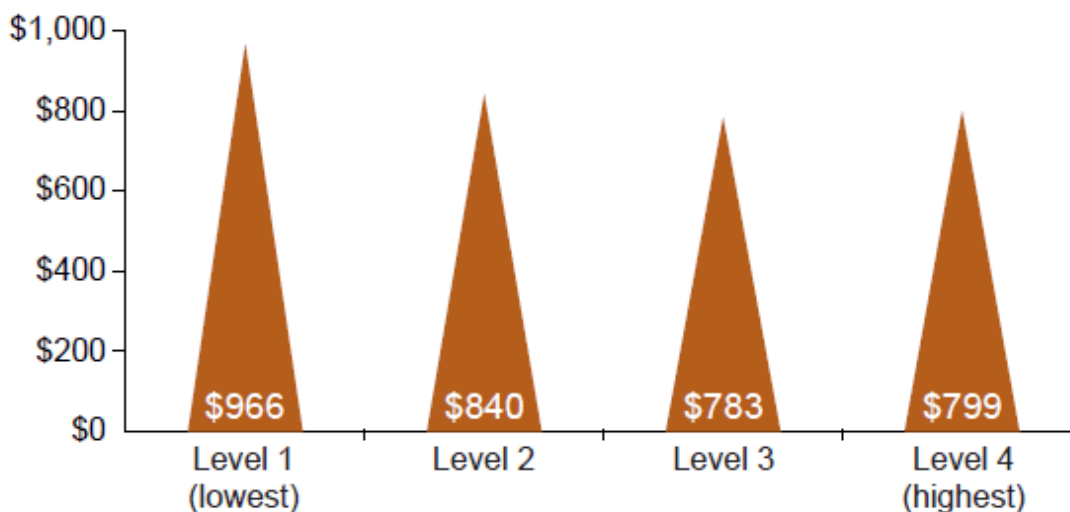
“Clinicians supply information and advice based on their scientific expertise....Patients, their families and other caregivers bring personal knowledge regarding...the patient’s circumstances and preferences. Information from both sources is needed to select the right care option.”

– Institute of Medicine, 2012

# Ethics plus Consumerism=Value

## Patients Who Are More Actively Engaged in Their Care Have Lower Costs Than Patients Who Are Less Engaged

Predicted per capita billed costs in dollars, January–June 2011,  
by patient activation method (PAM) level



Notes: Inpatient and pharmacy costs not included. Dollar amounts are adjusted for differences in disease severity and demographics.

Source: Adapted from J. H. Hibbard, J. Greene, and V. Overton, "Patients with Lower Activation Associated with Higher Costs; Delivery Systems Should Know Their Patients' 'Scores,'" *Health Affairs*, Feb. 2013 32(2):216–22.

# eHealth Disruption

## Industrial Age

Info was:

Scarce

Expensive

Institutionally  
oriented

Designed for  
consumption

## Information Age

Info is:

Abundant

Cheap

Personally  
oriented

Designed for  
participation

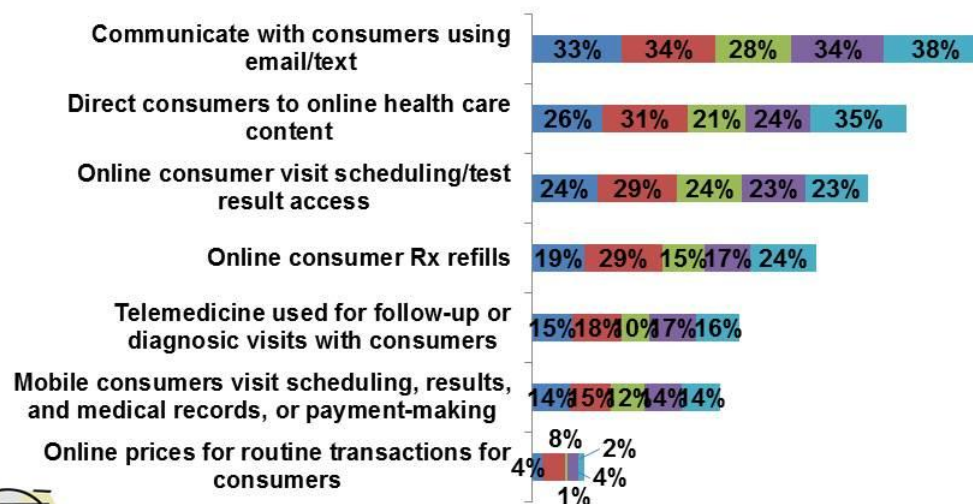
Source: Pew Internet Project

# We can wait for you...

## Access To Or Use Of Patient Support Tools Among All Physicians

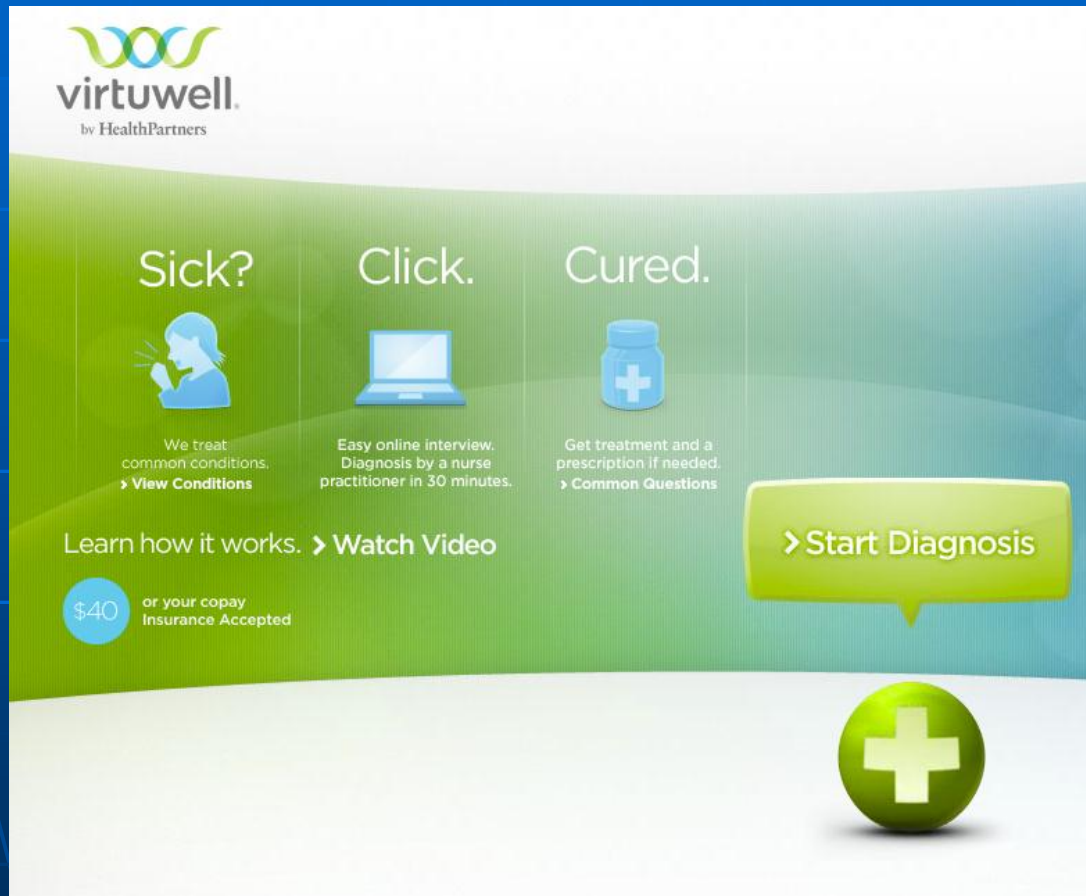
*Email and Consumer Online Content/Access Most Prevalent*

■ Total ■ PCP ■ Surgical specialist ■ Non-surgical specialist ■ Other



Source: Physician adoption of health information technology: Implications for medical practice leaders and business partners, Deloitte Center for Health Solutions, May 2013

# ...or partner with you...



The image is a screenshot of the Virtuwell website, which is part of HealthPartners. The website has a clean, modern design with a green and white color scheme. At the top, the logo for Virtuwell by HealthPartners is displayed. Below the logo, the main content area is divided into three columns, each representing a step in the process: 'Sick?', 'Click.', and 'Cured.'. Each column contains an icon (a person coughing, a laptop, and a pill bottle respectively) and a brief description of the service. A large green button labeled '> Start Diagnosis' is positioned on the right side. At the bottom left, there is a circular badge indicating a \$40 copay or that insurance is accepted. A large green sphere with a white cross is located at the bottom right.

**virtuwell.**  
by HealthPartners

**Sick?**  
We treat common conditions.  
> [View Conditions](#)

**Click.**  
Easy online interview. Diagnosis by a nurse practitioner in 30 minutes.  
> [Common Questions](#)

**Cured.**  
Get treatment and a prescription if needed.  
> [Common Questions](#)

Learn how it works. > [Watch Video](#)

\$40 or your copay Insurance Accepted

> [Start Diagnosis](#)

Source: HealthPartners, Minneapolis



# ...or do it without you.



**Guidance. Knowledge. Support.**  
**From the most trusted brand in health information.**  
**Whenever. Wherever.**

Source: WebMD, Sept., 2013

# With you...



AMERICAN COLLEGE OF SURGEONS  
Inspiring Quality Highest Standards, Better Outcomes

## Surgical Risk Calculator



[Risk Calculator Homepage](#) [About](#) [FAQ](#) [ACS Website](#) [ACS NSQIP Website](#)

### Enter Patient and Surgical Information

 Procedure

[Clear](#)

Begin by entering the procedure name or CPT code. One or more procedures will appear below the procedure box. You will need to click on the desired procedure to properly select it. You may also search using two words (or two partial words) by placing a '+' in between, for example: "cholecystectomy+cholangiography"

[Reset All Selections](#)

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Please enter as much of the following information as you can to receive the best risk estimates.  
A rough estimate will still be generated if you cannot provide all of the information below.

Age Group	<input type="text" value="Under 65 years"/>	Diabetes	<input type="text" value="None"/>
Sex	<input type="text" value="Female"/>	Hypertension requiring medication	<input type="text" value="No"/>
Functional status	<input type="text" value="Independent"/>	Previous cardiac event	<input type="text" value="No"/>
Emergency case	<input type="text" value="No"/>	Congestive heart failure in 30 days prior to surgery	<input type="text" value="No"/>
ASA class	<input type="text" value="I - Healthy patient"/>	Dyspnea	<input type="text" value="None"/>
Wound class	<input type="text" value="Clean"/>	Current smoker within 1 year	<input type="text" value="No"/>
Steroid use for chronic condition	<input type="text" value="No"/>	History of severe COPD	<input type="text" value="No"/>
Ascites within 30 days prior to surgery	<input type="text" value="No"/>	Dialysis	<input type="text" value="No"/>
Systemic sepsis within 48 hours prior to surgery	<input type="text" value="None"/>	Acute Renal Failure	<input type="text" value="No"/>

# ...or without you.

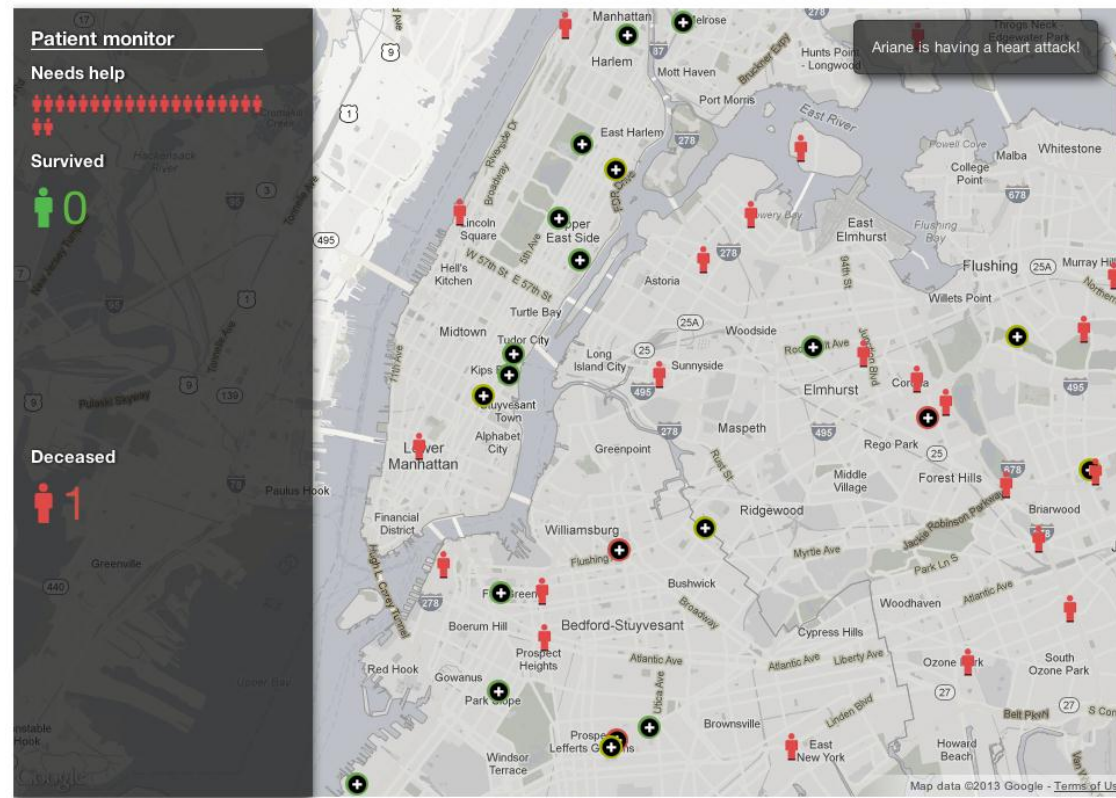
## HeartSaver: An Experimental News Game

By Al Shaw, Sisi Wei and Amanda Zamora, ProPublica  
April 22, 2013

 Tweet 47

 Like 13

HeartSaver is an experiment in news game design, built in two days for the April 2013 GEN Editors' Lab Hackathon. [Related Story »](#)



Source: ProPublica

# User-Generated Clinical Knowledge

## On our own or...

The screenshot displays the PatientsLikeMe website interface. At the top, there are navigation tabs for 'Patients', 'Conditions', 'Treatments', 'Symptoms', and 'Research'. Below the navigation bar, the page is titled 'Home > Find Patients'. On the left side, there is a sidebar with 'Quick searches' (Newest patients, 3 Star patients) and 'Filter patients by' (Age, Gender, Stars, Treatment, Symptom, Interests). Below the sidebar, there is a 'Filter by your conditions' section with a 'Condition' dropdown set to 'All' and an 'Other Condition' input field. The main content area shows a list of patient profiles. At the top of the main area, there is a 'How do you find patients like you?' section with a 'Take a quick tour' link. Below this, it says 'Showing 1 to 15 of 17,931 public patients'. A banner indicates '209,750 members have decided to share their profiles only with other members of PatientsLikeMe.' The patient profiles are sorted by 'Last update'. Each profile includes a status icon, a name, a photo, a condition, and a list of interests. The profiles shown are: shep0454 (MS: 53 yrs, Updated about 1 hour ago, Interested in Advocacy, Faith, and LGBTQ Issues), 71mgb (FM: 13y Dx, CFS: 7y, F66y, Updated about 1 hour ago, Interested in Fibromyalgia), whatacall (FM: 1y Dx, F52y, Updated about 1 hour ago, Interested in Fibromyalgia, Advocacy, Alternative Medicine, Faith, and Research), eurekaguy (600, 0, HIV 16 yrs, Updated about 1 hour ago, Interested in HIV), jiwhite (44 F, GAD, Updated about 1 hour ago, Interested in GAD), and Rejoice (FM: 8y Dx, Updated about 1 hour ago, Interested in Fibromyalgia).

Source: PatientsLikeMe

Health Quality Advisors LLC



# ...as a chance for shared knowledge.



**PerformTek iriver ON**

The long wait for Best Buy-backed Valencell to launch its earbud-embedded biometric sensing technology is almost over: The mobile fitness tech company announced a partnership with South Korean audio company iriver to create the iriver ON, a Bluetooth headset integrated with Valencell's PerformTek biometric sensors. The device will measure heart rate, distance, and speed while resting in the user's ears like typical earbuds.

Source: MobiHealthNews, 2013



# **The OpenNotes Partnership Model**

## **“Engaged, Empowered, Equipped, Enabled”**

### **WHEN PATIENTS WERE GIVEN ACCESS TO NOTES:**

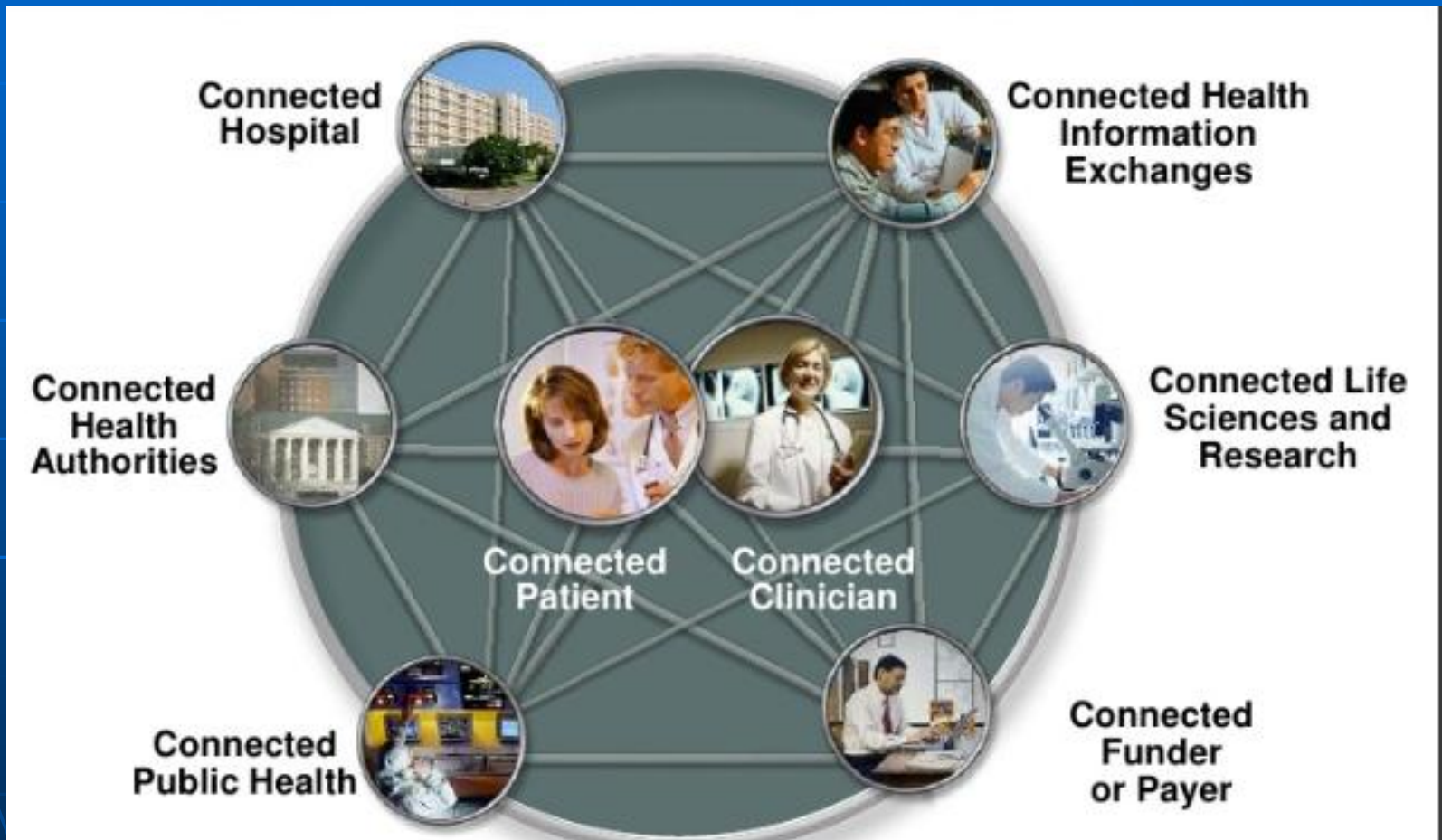
- 82% of patients opened at least one of their notes
- 1-8% of patients across reported the notes caused confusion, worry or offense
- 20-42% shared notes with others

### **AS A RESULT:**

- 70-72% of patients reported taking better care of themselves
- 77-85% reported better understanding of their health and medical conditions
- 76-84% reported remembering the plan for their care better

Source: Delbanco et al. *Ann Int Med* 2012

# **“Human connections are as important as data connections”**



Source: Danny Sands, MD

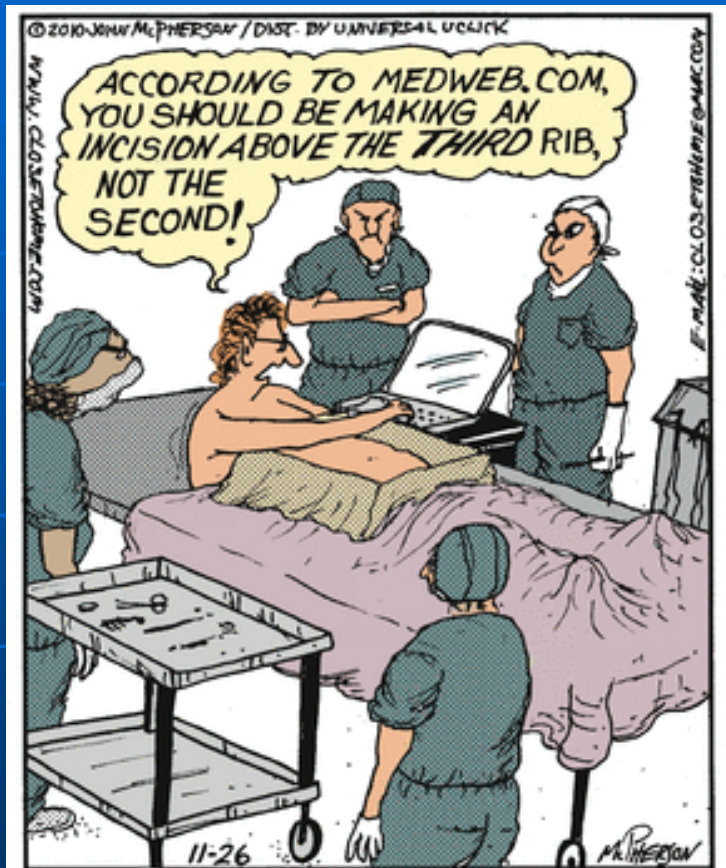
# **God is in the Details**

## **“Respect” and “Respond” Defined**

- Evaluate health needs, such as race, gender, sexual orientation, disability and income status.
- Engage in shared decision-making, including tools allowing patients to assess merits of treatment options in context of their “values and convictions.”
- Coordinate care, including identifying high-risk individuals and tailoring care plans to health and psychosocial needs
  - Track patients’ self-reported physical/mental health

Source: HQA analysis of CMS MSSP final rule, 2011

# A Few Bumps on the Way



Jerry referred to the Web to double-check the doctors' every move.



*"How's the self-diagnosis coming?"*



# Disruptive Innovation Disrupts

- “Who measures, matters”
  - Patient-driven/patient-centric quality measures
  - Peer assessment
  - Payer-driven measures
  - Regulators, accreditors, lawyers, entrepreneurs
- “Power shifts”
  - Physician-patient partnering: “new professionalism”
  - Hospital-physician partnering: “a capital idea”
  - Hospital not necessarily the center of patient-centeredness
  - Analytics elevated and valued
  - Teamwork trumps individualism (mostly)



# More Uncertainty

- Information overload
  - Information-management expertise and resources?
  - How are choices framed?
- Negotiating a new relationship
  - Can we have high tech and high touch?
  - Who's ready for interdependence?
    - On grid: meet off-grid
  - “Nothing about me without me” means what?
- Populations versus individuals
  - Good and bad choices and bearing the consequences

# New Means, Traditional Values

“Each patient carries his own doctor inside him. They come to us not knowing that truth. We are at our best when we give the doctor who resides within each patient a chance to go to work.”

– Albert Schweitzer, MD

To download the white paper, *Building Patient-Centeredness in the Real World: The Engaged Patient and the Accountable Care Organization*, go to:  
<http://bit.ly/KC7K4L>

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